

## **AN EVALUATION OF ORGANISATIONAL EFFECTIVENESS OF KRISHI VIGYAN KENDRA USING LIKERT'S SYSTEM-4 MANAGEMENT**

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### **ABSTRACT**

Organisational effectiveness of KVKs plays a pivotal role in effective delivery of services to the extension system. The present study deals with the determination of organisational effectiveness of Krishi Vigyan Kendra of Kerala and Tamil Nadu using Likert's system – 4 method of management. An elaborate evaluation of leadership, motivation, communication, interaction- influence, decision-making, goal setting, control process and performance goals of KVK was designed. Out of the total 30 Krishi Vigyan Kendras in Tamil Nadu and 14 KVKs in Kerala a list of KVKs established on or before 2004 were prepared. From the list, three non-governmental organisation (NGO) hosted as well as three State University (SU) hosted KVKs each from Kerala and Tamil Nadu were selected randomly. All subject matter specialists of Krishi Vigyan Kendras were selected for the study. Thus a total of 65 subject matter specialists constituted the sample. The data were collected through a well structured and pre-tested interview schedule by the researcher. Result revealed that most of the component study were under the system-3 Management group - consultative organisation'.

**KEYWORDS:** KVKs Plays, Employee Motivation, Organisational Effectiveness

### **INTRODUCTION**

Organisational effectiveness of KVKs plays a pivotal role in effective delivery of its services to the extension system. Organisational effectiveness reflects how effectively an organisation can discharge its function with respect to all of its constituents in its internal and external environment (Pathak and Patwardhan, 2011). A study on the perception of organisational effectiveness of KVK provides a better picture of leadership, motivation, communication, interaction- influence, decision-making, goal setting, control process and performance goals of KVK. There are eight important assets generally needed in any institution / organisation for its effective function. These are head of the institute, human resource, finance, buildings, machinery and equipment, information and materials and man hours. So an holistic analysis of functioning of KVKs become essential as agriculture is gaining importance in mitigating poverty and meeting out ever growing demand for agricultural products.

### **Methodology**

Tamil Nadu and Kerala were purposively selected as the study area based on familiarity of the researcher with study area and language. In Tamil Nadu there are 30 Krishi Vigyan Kendras and Kerala is having 14 Krishi Vigyan Kendras. Out of the total 30 Krishi Vigyan Kendras in Tamil Nadu, 19 are hosted by State Universities / Deemed Universities and 11 are hosted by Non-Government Organisations, whereas out of 14 Krishi Vigyan Kendras in Kerala,

11 are hosted by State Universities / ICAR institutes and three are hosted by Non-Government Organisations. A list of KVKs in Tamil Nadu and Kerala which were established on or before 2004 was prepared. From the list, three state university KVKs and three NGO KVKs for each state were randomly selected for the study. All programme co-ordinators and subject matter specialists of Krishi Vigyan Kendras were selected for the study. Thus a total of 12 programme co-ordinators and 65 subject matter specialists constituted the sample. The data were collected through a well structured and pre-tested interview schedule by the researcher.

### **Organizational Effectiveness**

Organisational effectiveness is the ability of an organisation to exploit its environment in acquisition of scarce and valued resources to sustain its functioning. It is the degree to which the organisations achieve its goals. The organisational effectiveness of KVK was measured by the perception of technical staff members (SMS) of the KVKs. Organisational effectiveness was measured by using a scale developed by Paulmer (1984). The scale consists of 51 items under eight major headings. Each item was scored on a four segmented continuum with five points in each segment. The major headings are as follows:

#### **Leadership Process**

Leadership is the process of persuading others to seek defined objectives enthusiastically. It has always been considered as one of the most important factors contributing to organisational effectiveness.

#### **Motivational Forces**

Motivational forces are the responsibility for the goal directed behaviour of an individual to satisfy the organisational needs. Without motivation there cannot be any organisation.

#### **Communication Process**

Communication process is the transfer of information and knowledge from one person to another within and outside the organisation. Communication has loomed so large and has become as vital as a part of management that it is indeed difficult to ascertain where one commences and the other intermeshes. It is obvious that an organisation cannot function without an effective communication.

#### **Interaction-Influence Process**

Any interaction between individuals result in transaction which has psychological and / or behavioural effects. This is known as interaction-influence process.

#### **Decision-Making Process**

Decision making in an organisation is a deliberate and conscious selection of given course of action among a number of alternatives for the solution of a given problem.

#### **Goal-Setting Process**

An organisational goal is a future state which the organisation is attempting to achieve.

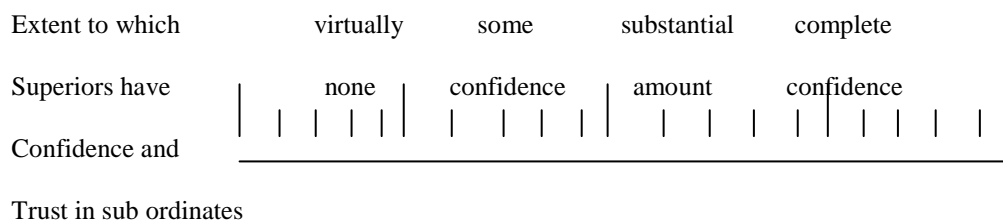
#### **Control Process**

Control process is the phase of managerial system which maintains organisation activity within allowable limits as

measured from expectations which may be implicit or explicit in terms of stated objectives, plans, procedures, rules etc. It is the stability of the control relations and functions in regulating the activities of individuals that to some extent underlies the regularity and predictability of organisational functioning. From organisational point of view, controls are instrumental to the achievement of the organisational goals and thereby higher effectiveness.

### Performance Goals and Training

The level of performance goals and the extent of training in an organisation contribute a lot to the effectiveness of the organisation. It is the finding of the goals performed to the goals set and giving of training to rectify the deficiencies. If an organisation achieves its performance goal continually and adapt to the environment through training, it survives and that is the ultimate interpretation of effectiveness. Each item on the organisational effectiveness was marked on a continuum from left to right. Thus to give an example, the first item under the first major heading of 'Leadership' was: 'Extent to which superiors have confidence and trust in sub ordinates'. The continuum extends from left extreme position of 'virtually none' to the right extreme position of 'complete confidence'. The two intermediate positions are 'some confidence' and 'substantial amount'. This is depicted as follows:



The scoring was done from 1 at the left extreme to 20 at the right extreme. Similar procedure was followed for each of the 51 items of the profile of organisational characteristics.

Rensis Likert (1967) suggested that managers operate under four systems. Each item had four positions as given above. All the first type position was labeled as System 1, second type position was called System 2, third type position was named as System 3 while the fourth type was termed as System 4.

#### System 1

It is also known as 'exploitative-authoritarian organisation'. Here the organisation is seen as having no confidence and trust among subordinates and superiors. The decision-making and control process is highly concentrated in top management. Subordinates are forced to work with fears, threats and punishment. There is always an informal set up opposing the formal set up.

#### System 2

This is also known as 'benevolent-authoritarian organisation'. Here there is condescending confidence and trust between subordinates and superiors. While most of the control process, goal setting and decision-making is made at the top of the organisation, some decisions are done at prescribed frame work at lower levels. Rewards and some punishment are used to motivate workers. The informal set-up though present does not always resist the formal set-up.

#### System 3

This is also known as 'consultative organisation'. There exists considerable amount of confidence and trust

between superiors and subordinates. Moderate amount of delegation of powers is seen in decision-making, goal setting and control processes. The informal set-up which may exist gives some support to the formal set-up. Communication flows up and down the organisation.

#### System 4

This is also known as 'participative group organisation'. Here there is complete confidence and trust between superiors and subordinates. Communication flows up, down and among peers. Workers are motivated by participation and involvement. There is a friendly atmosphere. There is wide spread responsibility in decision-making, goal setting and control process. The informal and formal set-up are always one and the same.

Items 1, 2, 3, 6, 7, 9, 13, 14, 16, 18, 19, 23, 26, 29, 30, 31, 33, 34, 36, 39, 40, 43, 44, 46, 47, 48 and 50 were positive statements where as 4, 5, 8, 10, 11, 12, 15, 17, 20, 21, 22, 24, 25, 27, 28, 32, 35, 37, 38, 41, 42, 45, 49 and 51 were negative statements.

Mean score was calculated from the responses given by the respondents. The mean score was converted to scores along System 1 to System 4 continuum by assuming System 1 covers from 0.5 to 1.5; System 2 covers from 1.5 to 2.5; System 3 covered from 2.5 to 3.5 and System 4 from 3.5 to 4.5. The formula for converting the mean score to effectiveness mean score is

$$\text{Effectiveness mean score} = (\text{Observed mean} \times \frac{4}{20}) + 0.5$$

The index for each component was calculated by using the following formula

$$\text{Component index} = \frac{\text{Average score obtained by SMS}}{\text{Maximum score}} \times 100$$

## RESULTS

### Organisational Effectiveness of Krishi Vigyan Kendras

An attempt has been made to analyse the organisational effectiveness of KVKs based on the eight organisational characteristics viz. leadership process, motivational forces, communication process, interaction influence process, decision making process, goal setting process, control process and performance goals and training and presented below:

#### Leadership process

The effectiveness mean score for leadership process as perceived by SMS is given in Table 1.

**Table 1: Perception of Leadership Process by SMS in KVKs**

Sl. No.	Items of Leadership Process	SU KVKs	NGO KVKs	Kerala KVKs	Tamil Nadu KVKs
		ES	ES	ES	ES
1	Superior's confidence and trust in subordinates	3.28 (3)	2.83 (3)	3.40 (3)	2.70 (3)
2	Subordinate's confidence and trust in superior	3.28 (3)	2.84 (3)	3.12 (3)	3.01 (3)
3	Superior's display of supportive behaviour towards others	3.16 (3)	2.87 (3)	3.24 (3)	3.04 (3)
4	Freeness of subordinates to talk about the job to the superior	3.07 (3)	2.86 (3)	3.13 (3)	2.82 (3)
5	Seeking and using of subordinate's ideas in solving job problems	3.04 (3)	2.81 (3)	2.89 (3)	3.00 (3)

ES= Effectiveness Mean Score and System in Parenthesis.

It could be seen that both SMS of SU and NGO KVKs as well as Kerala and Tamil Nadu KVKs identified the KVKs were in system 3 - consultative organisation in all the items of leadership process. This indicates that in KVK, the superior and subordinates have considerable amount of confidence and trust with each other. The substantial amount of supportive behaviour displayed by superior makes the subordinates interact with their superior freely and the ideas of subordinates are also well received and used constructively. Thus the study finds better leadership process exists in KVKs which has also reflected in overall performance of KVKs in Table 2. Richmond and McCroskey (2000), Bakar and Mustaffa (2003) and Mills (2005) reported that superior's immediacy has substantial positive relationships with perceived credibility and interpersonal attraction. Increased credibility and attractiveness, in turn, are substantially associated with subordinate motivation and job satisfaction.

### Motivational Forces

The effectiveness mean score for motivational forces as perceived by SMS is given in Table 2. It shows that the SMS of SU KVKs rated item one in system -2; item five and seven in system -3; and the remaining items were rated in system -4. In NGO KVKs all the items were rated under system -3 except item one which comes in system-2. In Kerala KVKs, item number one was perceived in system - 2; item numbers two, three, five and seven were perceived in system -3; item number four and six in system -4. All the items were perceived in system-3 except item number one as

**Table 2: Perception of Motivational Forces by SMS in KVKs**

Sl. No.	Items of Motivational Forces	SU KVKs	NGO KVKs	Kerala KVKs	Tamil Nadu KVKs
		ES	ES	ES	ES
1	Extent to which underlying motives like physical security, economic needs and ego motives are used	1.98 (2)	2.11 (2)	2.10 (2)	2.10 (2)
2	Use of fear, threats, punishment, rewards and involvement	3.61 (4)	2.95 (3)	3.46 (3)	3.22 (3)
3	Development of various kinds of attitudes towards organisation and its goals	3.58 (4)	3.23 (3)	3.33 (3)	3.43 (3)
4	Extent to which motivational forces conflict with or reinforce one another	3.59 (4)	3.29 (3)	3.52 (4)	3.29 (3)
5	Responsibility felt for achieving the organisation's goals.	3.49 (3)	3.05 (3)	3.16 (3)	3.35 (3)
6	Attitudes toward other members of the organisation	3.55 (4)	3.40 (3)	3.55 (4)	3.39 (3)
7	Satisfaction derived regarding membership in the organisation, supervision and one's own achievement	3.44 (3)	3.40 (3)	3.41 (3)	3.45 (3)

ES= Effectiveness Mean Score and System in Parenthesis.

Far as Tamil Nadu KVKs were concerned. This indicates that SU KVKs had better work motivation than NGO KVKs and in general all the KVKs had not fully tapped the motives like physical security, economic needs and ego motives of the SMS for efficient functioning of the organisation. Since promotion channels are limited for NGO SMS they have comparatively low motivation forces while comparing with SU KVKs SMS. As per the findings of Nujjoo and Meyer (2012) and Muogbo (2013) the extrinsic motivation given to workers in an organisation have a significant influence on the workers performance, so necessary efforts may be taken to motivate the employees in terms of promotion, rewards etc.

### Communication Process

The effectiveness mean score for various items of communication process was calculated and is given in Table 3.

**Table 3: Perception of Communication Process by SMS in KVKs**

Sl. No.	Items of Communication Process	SU KVKs	NGO KVKs	Kerala KVKs	Tamil Nadu KVKs
		ES	ES	ES	ES
1	Amount of interaction and communication aimed at achieving organisation's objectives	3.48 (3)	3.43 (3)	3.51 (4)	3.51 (4)
2	The usual direction of information flow	3.19 (3)	2.83 (3)	3.05 (3)	3.06 (3)
3	Place of initiation of downward communication	3.01 (3)	2.99 (3)	2.96 (3)	2.98 (3)
4	Extent to which superior willingly share information with subordinates	3.20 (3)	2.89 (3)	2.84 (3)	3.39 (3)
5	Acceptance of downward communication by subordinates	3.59 (4)	3.31 (3)	3.38 (3)	3.44 (3)
6	Adequacy of upward communication in various levels of organisation	2.76 (3)	2.69 (3)	2.71 (3)	2.92 (3)
7	Extent to which subordinates feel responsible to initiate accurate upward communication.	3.04 (3)	3.47 (3)	3.20 (3)	3.48 (3)
8	Forces leading to accurate or distorted upward communication in the organisation	2.84 (3)	3.30 (3)	3.13 (3)	2.86 (3)
9	Accuracy of upward communication	3.39 (3)	3.29 (3)	3.31 (3)	3.32 (3)
10	Need for supplementary upward communication	3.15 (3)	3.45 (3)	3.21 (3)	3.36 (3)
11	Accuracy and adequacy of upward communication	3.00 (3)	2.92 (3)	2.85 (3)	3.16 (3)
12	Psychological closeness of superior and subordinates	2.61 (3)	2.28 (2)	2.42 (2)	2.54 (3)
13	Goodness of knowledge of superior about the problems faced by subordinates	3.01 (3)	2.36 (2)	2.78 (3)	2.63 (3)
14	Accuracy of perceptions by superior and subordinates of each other	3.11 (3)	3.00 (3)	2.95 (3)	3.20 (3)

ES= Effectiveness Mean Score and System in Parenthesis.

The SMS's of all the KVKs perceived almost all the items in system -3. However SMS of Kerala and Tamil Nadu KVKs perceived item one in system -4 and item 13 in system -2 by NGO KVKs. The SMS of both NGO and Kerala KVKs perceived item 12 in system -2.

The acceptance of downward communication by subordinates was better in SU KVKs, which indicates that communication was accepted with receptive mind and allows decisions taken by the management of the organisation to be converted into action by employees, also boosts teamwork, trust, better relations and productivity. Lack of psychological closeness of superior and subordinates would have resulted in superior not aware of the problems faced by subordinates and this might be due to the existence of the authoritative attitude with respect to communication of information among personnel of NGO KVKs. Hence, if proper communication exists between superior and subordinates would give more feeling of increased trust in the work place, commitment to the organisation and job satisfaction.

#### **Interaction-Influence Process**

The effectiveness mean score for interaction-influence process was calculated and is depicted in Table 4. The SMS's of all the KVKs perceived all the items in system -3 except item three which was perceived in system -4. This indicates that the subordinates are involved in goal setting and activity of their units, which in turn helps to coordinate, integrate and guide the organisation in improving the effectiveness.

**Table 4: Perception of Interaction-Influence Process by SMS in KVKs**

Sl. No.	Items of Interaction-Influence Process	SU KVKs	NGO KVKs	Kerala KVKs	Tamil Nadu KVKs
		ES	ES	ES	ES
1	Amount and character of interaction	3.28 (3)	3.37 (3)	3.40 (3)	3.28 (3)
2	Extent of cooperative team-work existing in the organisation	3.27 (3)	3.15 (3)	3.04 (3)	3.30 (3)
3	Influence of subordinates on goals and activity of their units and departments as seen by superior	3.68 (4)	3.50 (4)	3.72 (4)	3.51 (4)
4	Influence of subordinates on goals, and activity of their units and departments as seen by subordinates.	3.09 (3)	3.18 (3)	3.36 (3)	3.08 (3)
5	Influence of superior over the goals activity and methods of their units and departments.	3.14 (3)	3.14 (3)	3.39 (3)	2.97 (3)
6	Existence of effective structure enabling one part of the organisation to exert influence upon other sections	3.41 (3)	3.36 (3)	3.34 (3)	3.42 (3)

ES= Effectiveness Mean Score and System in Parenthesis.

### Decision Making Process

Table 5 shows the effectiveness mean score for various items of decision

**Table 5: Perception of Decision Making Process by SMS in KVKs**

Sl. No.	Items of Decision Making Process	SU KVKs	NGO KVKs	Kerala KVKs	Tamil Nadu KVKs
		ES	ES	ES	ES
1	Level at which decisions are made	2.26 (2)	2.37 (2)	2.46 (2)	2.28 (2)
2	Adequacy and accuracy in the information available for decision making at the decision making place	3.26 (3)	3.03 (3)	3.31 (3)	3.11 (3)
3	Awareness of problems particularly of those at lower levels by decision makers	3.31 (3)	3.07 (3)	3.15 (3)	3.19 (3)
4	Usage of technical and professional knowledge in decision making	2.98 (3)	2.81 (3)	3.15 (3)	2.81 (3)
5	Decisions made at the best level where information available is adequate and accurate	3.44 (3)	3.03 (3)	3.25 (3)	3.26 (3)
6	Contribution of decision making process to motivate persons who carry out decisions	3.18 (3)	3.22 (3)	3.14 (3)	3.23 (3)
7	Involvement of subordinates in decisions related to their work	2.98 (3)	2.88 (3)	3.18 (3)	2.73 (3)
8	Whether decision making is man to man or group pattern and does it encourage or discourage team work	3.22 (3)	2.92 (3)	3.33 (3)	2.93 (3)

ES= Effectiveness Mean Score and System in Parenthesis.

Making process. The SMS's of all the KVKs perceived all the items in system -3 except item one which was perceived in system -2. This indicates that decisions were largely taken at the top management. Group decision making process helps to get variety of opinions and prolific outcomes in an organisation, hence there is a need to involve SMS in decision making at all levels to increase the satisfaction and productivity.

### Goal Setting Process

From Table 6 it could be concluded that SMS of SU and NGO KVKs as well as Kerala and Tamil Nadu KVKs perceived the goal setting process in system - 3 stating that even it is of consultative organisation there is some resistance at lower levels. Clearly defined goals would help the employees to be more energetic and productive to enhance the

organisational effectiveness (Kerr and Laudauer 2004, Miljkovic 2007 and Sitkin *et al.* 2011).

**Table 6: Perception of Goal Setting Process by SMS in KVKs**

Sl. No.	Items of Goal Setting Process	SU KVKs	NGO KVKs	Kerala KVKs	Tamil Nadu KVKs
		ES	ES	ES	ES
1	Extent of striving at different hierarchical levels of high performance goals	3.31 (3)	3.14 (3)	3.14 (3)	3.30(3)
2	Establishment of organisational goals	3.12 (3)	3.40 (3)	3.25 (3)	3.22(3)
3	Extent of presence of covert resistance	2.91 (3)	2.78 (3)	3.14 (3)	2.58(3)

ES= Effectiveness Mean Score and System in Parenthesis.

### Control Process

The effectiveness mean score for control process is illustrated in Table 7. The SMS's of SU and Tamil Nadu KVKs rated the item one and item three in system – 2 indicates that the control process is only at the top level. If the control process is widely shared throughout the organisation, it would give better organisational governance. Further the SMS's of SU and Kerala KVKs perceived that the use of cost, productivity and other control data in system – 4. This facilitates the SMS for self guidance and problem solving.

**Table 7: Perception of Control Process by SMS in KVKs**

Sl. No.	Items of Control Process	SU KVKs	NGO KVKs	Kerala KVKs	Tamil Nadu KVKs
		ES	ES	ES	ES
1	Hierarchical level of the organisation where primary concern for performing control function exists	2.48 (2)	2.88 (3)	2.85 (3)	2.44 (2)
2	Accuracy of measurements and information used to guide and perform the control function	3.22 (3)	3.18 (3)	2.98 (3)	3.33 (3)
3	Concentration of review and control function	2.31 (2)	2.78 (3)	2.70 (3)	2.40 (2)
4	Resistance of informal organisation	3.46 (3)	3.25 (3)	3.39 (3)	3.42 (3)
5	Use of cost, productivity and other control data	3.63 (4)	3.31 (3)	3.62 (4)	3.43 (3)

ES= Effectiveness Mean score and System in Parenthesis

### Performance Goals and Training

Table 8 shows the effectiveness mean score for various items of performance of goals and training. The SMS's of all the KVKs perceived all the items in system -3 except item two which was perceived by the SMS of SU KVKs in system -2. It may therefore be inferred that the KVKs had set very hi



**Table 8: Perception of Performance Goals and Training by SMS in KVKs**

Sl.No.	Items of Performance Goals and Training	SU KVKs	NGO KVKs	Kerala KVKs	Tamil Nadu KVKs
		ES	ES	ES	ES
1	Level of performance goals which supervisors seek to have organisations achieve	2.70 (3)	2.69 (3)	2.63 (3)	2.77(3)
2	Extent of desired management training given	2.44 (2)	2.83 (3)	2.60 (3)	2.65(3)
3	Provision of training resources to assist you in giving training for subordinates	2.62 (3)	2.66 (3)	2.64 (3)	2.66(3)

ES= Effectiveness Mean Score and System in Parenthesis.

Performance goals and very good provision for training. More of management trainings to SMS of SU KVKs would increase organisational effectiveness and enhances competitiveness. Similar findings were reported by Panda (2000) and Oghojafor *et al.* (2012) about the organisation.

## SUMMARY AND CONCLUSIONS

Both SMS of SU and NGO KVKs as well as Kerala and Tamil Nadu KVKs were identified as consultative organisation in most of the items of leadership process, motivational forces, communication process, interaction influence process, decision making process, goal setting process, control process and performance goals and training.

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